

GOOD GOVERNANCE IN THE INTERNET AGE

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*In the happiness of his subjects lies the King's happiness, in their welfare,
his welfare- Chanakya, Arthashastra.*

Part I

Reaching Out To Serve Stakeholders The E-Enabled Way

Background

The Controller of Communication Accounts Offices (CCAs) which are field units of the Department of Telecommunications (DOT), Ministry of Communication and IT came into existence on 1.10.2000. To understand the raison d'être and the importance of CCA Offices one has to appreciate the huge strides made by the Telecom sector in India. It has been a long journey of liberalization from 1980's through the New Telecom Policies of 1994 and 1999 to the present scenario. In this process the operational arms of Department of Telecom were corporatised and the telecom market was opened to the private sector. To traverse the long distance from a situation where in March 1991 there were only five million phones to the current scenario whereby as on June 2007 the number of connections is more than 225 million obviously implies phenomenal progress. However in spite of this telecom revolution, India has witnessed a widening of the urban rural ICT divide. Even recently, as on, May 2007 Urban teledensity stood at 55.74% while rural teledensity in stark contrast was a mere 2.91. Rectifying such a stark digital divide necessitated policy intervention by way of the Universal Service Obligation Fund (USOF). The Fund was created on 1.4.02 to encourage private and public telecom operators to serve un-remunerative rural areas

through subsidy disbursement in accordance with USO agreements. The role of the CCA Offices flows directly from these policy initiatives. Licensed Operators in every service area are required to pay a fixed percentage of their Adjusted Gross Revenue (AGR) as License Fees to the Government apart from charges for use of Spectrum. CCA offices are the DOT field units, which collect Spectrum Charges and License Fees (L.F) and allocate five percent of L.F towards Universal Service Access Levy, which goes towards USO funding. The CCA offices are responsible for implementation of USO agreements by way of subsidy disbursement and monitoring of the authenticity of subsidy claims through field inspections. Another role of the CCA Office is to carry out the assurance given to BSNL absorbed employees who have been guaranteed pension payment by Government under Rule 37A of CCS pension rules, by way of pension authorization and post retirement audit of pension disbursement. This work also involves monthly account settlement with BSNL by way of recovery of pension contribution, GPF accounting etc.

In keeping with its responsibility as a field unit of DOT, CCA Haryana carries out the above mentioned functions in Haryana Service Areas of DOT. CCA Haryana deals with around 6200 BSNL employees, and 3630 pensioners. The office is responsible for the implementation of four types USOF agreements entered into by DOT with Tata Teleservices, BSNL and Reliance Communications Limited for rural telephony services in the sixteen Secondary Switching Areas (SSAs) and fifty-five Short Distance Charging Areas of Haryana. This office collects License Fees and Spectrum Charges from three Universal Access Service Licensees, one basic and three Cellular Mobile operators Haryana.

CCA Haryana's Mission Statement

We want to connect the people of rural Haryana. To bring smiles to their friendly faces. We want to mobilize resources for telecom development through effective License Fees and Spectrum Charges collection. We care for our retired colleagues and want to ensure a peaceful happy retirement experience for them. We are fully committed to becoming models of good governance, through effective delivery of services in a proactive, accessible, citizen centric, transparent and responsive manner.

Today we are indeed models of good governance. But it was not always so. We eventually did take the road less travelled. That of proactive initiatives and absolute dedication to the aim of reaching out to *serve* our stakeholders. However it was a difficult journey as is described the succeeding paragraphs.

The Scenario Before E-Enablement-Up Against Serious Constraints

When the author took over the post of Head of Joint CCA Haryana Office on 29.9.03, the scenario regarding interface with various types of stakeholders was universally bleak. The CCA Offices had come into existence only recently i.e. on 1.10.2000. CCA Haryana faces problems, which are more or less common to all CCAs. We are accommodated in make shift office space borrowed from BSNL. We have no staff of our own. Thus below Group A level, all officials are borrowed from various Government departments on deputation. The work we do is new even to us as Indian P&T Accounts and Finance Officers. For the greater part of our duties, departmental standard operating procedures and guidelines are scarce; It is too early to establish norms and precedents; we ourselves are still grappling with our new work definition, adjusting and adapting; yet we must lead and quickly train

deputationists to perform duties necessitated by these new items of work.

In CCA Haryana, availability of staff is very limited. In the past four years the maximum, posted strength of employees has been eighteen. This is counting both the Head of Office and the single Group D borrowed from BSNL. Given the varied duties, the crores of rupees we are required to collect and disburse on behalf of the Government, the momentous socio-economic implications of USO agreements we are to oversee; the lack of infrastructure is a major constraint. Office automation was absolutely essential, and yet the borrowed staff we had managed to get on deputation was entirely computer illiterate. They came from well established set ups of other Accounts and Finance services who had ample staff to perform clerical and data entry functions and thus they displayed serious resistance to the notion of performing what they called “original” work. In CCA Haryana, the availability of Group C (Clerks and Accountants) staff is in particular, extremely limited and in any case they too were computer illiterate. Thus the Group B Officers were required to acquire the private sector executive attitude of being self sufficient in terms of origination and completion of task. Instilling this attitude and enforcing this, as a norm was an uphill task for the author as the Head of this setup. The author was clear that we *had* to improve the quality of service provision and governance. The question was HOW this critical transformation in work culture was to be accomplished quickly. The difficulty of the task was compounded by the fact that the staff had no genuine long-term stake in either the CCA Office or in “pleasing the boss” as they would invariably revert back to parent departments after two- three years.

Stakeholders and Related Issues

I. Pensioners-*We will be in their shoes one day*

The status in the area of pension settlement was grim. Pension papers of BSNL employees are prepared by the respective BSNL Sub units (The 16 SSAs of BSNL) and forwarded to the CCA office. While as per rules pension cases are supposed to reach the CCA Office at least six months prior to the date of retirement, cases were being received only a few days before. The situation was much worse in death cases where the delay in receipt of cases was as much as two years. A number of cases were pending merely due to an impasse between CCA office and BSNL Haryana unit regarding paper work/interpretation of rulings. This naturally translated into tremendous pensioner/family pensioner resentment. Beleaguered pensioners were flocking the staff section of the CCA Office through out the day, anxious to find out the status of their long pending cases; pleading with the staff to settle their cases quickly. They blamed the CCA Office, as they did not understand that unless their cases are sent complete in every respect to CCA Office well in advance; timely issue of their pension benefits orders by CCA Office was impossible. CCA office was also to blame to the extent of its inaction and lack of proactive measures to ensure timely submission of pension cases and to hasten the process of settlement. The CCA Office had no service details data on BSNL employees to verify correctness of data submitted in pension cases or to fill up minor gaps in information on their own. Incomplete case had necessarily to be sent back to unit concerned. The BSNL Units themselves were not maintaining correct, up to date service data, which created problems especially in death cases. Pensioners also faced harassment due to late

enhancement of their pension payment as per latest CDA/IDA dearness relief (DR) rates by post offices/banks.

II. Telecom Operators as Licensees and Claimants of USO Subsidy-*Yours is Not to Question Why...*

A similar anarchy prevailed in dealing with other stakeholders such as telecom operators with whom the office interfaces for LF and Spectrum Charges Collection and to whom we pay out subsidy under USO schemes. The CCA Haryana staff was complacent in their complete disregard of any requirement to improve the awareness and service level to these entities. The attitude was narrow, rigid and sealed in red tape. As far as Licensees were concerned as we were collecting Government revenue from them; they had better pay up in time. As far as subsidy claiming telecom operators were concerned, we were doling out subsidy, so the onus was on them to satisfy our bureaucratic dictates as to manner of claim submission.

III. Rural Population – Target Beneficiaries of USO Subsidy Schemes; *Is Ignorance Bliss?*

The idea of ensuring effective connectivity to rural population, which is the essence of USO agreements, did not figure within the work definition of subsidy payment and activity monitoring under USO agreements. Harassing the subsidy claimant over nitty-gritty's of claim submission and field execution of Subsidy schemes for rural telephony was an agenda to be pursued on its own merits, (perhaps guided by the noble objective of conserving Government funds) entirely independent of any consideration of achieving the purpose behind the USO Agreements-that of connecting rural population

through functional Village Public Telephones (VPTs), Rural Community Phones (RCPs), Rural Household Connections (RDELs) etc. There were pressing issues, which badly needed to be addressed in this area of work. These included the complete lack of awareness about Government subsidized USO Schemes for their benefit, amongst the target rural population. This meant that they were mute and passive recipients of whatever facilities the telecom operators happened to provide in rural areas under subsidy schemes without even knowing that these services are being provided under the aegis of Government's USO efforts. They were thus completely oblivious of their entitlements as to the type and quality of service to be provided. Frequently this ignorance translated into the diversion of their rightful entitlement to influential rural folk, as for example the Village Public Telephone being located in a Sarpanch's *house* and being used as his private phone. There were other side effects of this lack of awareness such as inadequate rural registration of demand under the rural household connection scheme. This was compounded by the insufficient advertisement/sale efforts by private USPs who themselves were novices in the rural market. Another issue was the prolonged power shortage which adversely affected the utility of battery dependant rural connections being provided by operators on CDMA technology. This rendered the phones mostly non functional.

Taking Initiative; the Proactive Approach and Achievements

A. Pension settlement -Taking Stock of Challenges

It was realised that if the ultimate aim was timely settlement of pension cases, proactive measures were urgently required to address a number of challenges. **These were, the urgent need to overcome the grave lack of**

clarity as to role of CCA in pension settlement, awareness as to employees own responsibility and that of BSNL Units in taking necessary steps to ensure the timely settlement of pension case, awareness about importance of service details being correct and up to date, need for a single point of contact in each BSNL Haryana Unit to serve as a *nodal* official for both CCA office and retirees/pensioners w.r.t settlement of pension cases; complete information and transparency as to status of Pension case including: whether case has been sent to CCA office and when, whether there are any reasons for delay(incomplete case/errors) and what exactly they are, whether case has been settled and if so particulars of settlement, PPO number, date of issue, amount; cheque number, date of issue and amount in case of gratuity and commutation. This had to be confidential. Finally seamless interface was required whereby retirees/pensioners could obtain required information at their convenience without having to call/visit CCA office.

Assessing these challenges, we realised that our mission would necessarily be to create complete awareness amongst employees, empower them with comprehensive information, engage them, educate them and encourage them to proactively ensure that their service records are correct and updated and that their cases are sent complete in all respect to CCA Office well in time to enable the latter to settle cases promptly. I knew that the most powerful corrective force that we could tap was empowerment through information of the affected stakeholders themselves. The urgent need to open up a channel of communication with the 6200 employees and 3630 pensioners spread over 16 Units of BSNL in Haryana was therefore sensed as a prerequisite for the success of any proactive measures to improve the situation.

Work was commenced on creation of CCA Haryana website which would help achieve the aims we had set out for ourselves w.r.t our various stakeholders including specific issues w.r.t pensioners as mentioned above. This effort was completed in a short period of three months and the website was officially launched on 7th February 2006. I personally wrote and arranged simple easily understandable content, which was intuitively arranged and covered various aspects of pension process facilitation.

Proactive measures were taken to create awareness amongst employees regarding the steps leading to timely finalization of pension case while in service and to provide complete information in this regard in a simple, user-friendly manner. For this, the CCA Haryana Website at *www.ccaharyana.gov.in* has got a *BSNL Employees Section* and a *Pensioners Section* with sub sections on: role of CCA Office in retirement benefits payment; stages of pension processing and payment; know your retirement benefits; pension case checklist with downloadable forms; schedule of events leading to pension finalisation; complete list of downloadable forms; up to date downloadable pension circulars; DR rates and orders; scheme for payment through P.Os and banks; lists of banks authorized for pension payment. These sections explain pension related matters in simple language with relevant references to rules and computation examples.

An invitation was given to Verify and Correct Pension related Service Book Data while in Service through **Secure Mailbox Folders with Service and Pension Settlement Details**. On our website each employee has a password protected folder where his/her complete pension related service details including family, address, nomination details and GPF details are

accessible using the link 'Personal Information.' The idea is that each employee should be aware of the data as held by this office and can bring to our notice any discrepancies for correction while he is in service. To induce employees to periodically view these details, their monthly GPF progressive balance figures, which we knew they would definitely look up, were placed amongst these details! On retirement, the pensioner continues to have password - protected access to this folder in which his retirement benefit details are placed for easy access as soon as CCA Office settles his case. This includes complete details of PPO, Commutation and Gratuity and GPF final payment. In case of any problems w.r.t settlement of his case **copies of correspondence** with SSA/Unit in this regard are placed in this folder so that he can be aware of the details of the problem and pursue the same with his SSA/Unit.)

A most unique interactive aid for Pensioners is the Personalised Pension Roadmap was created and placed on our site enables an individual to create and view his own personalised list of career milestones complete with dates and rule references, at which important pension related events must take place in *his* career. This is in the form of an attractive pictorial depiction. The detailed roadmap running into seven A4 size pages can be downloaded and kept as a permanent record and *reminder* for the individual concerned. He can use it to ensure that his case is progressing as per relevant dates, highlighted in this roadmap.

Measures were taken to keep pensioners **fully informed about status of receipt of their case** in CCA Office and of any problems w.r.t finalization of their retirement benefit cases. Every month lists of PPOs issued; pending

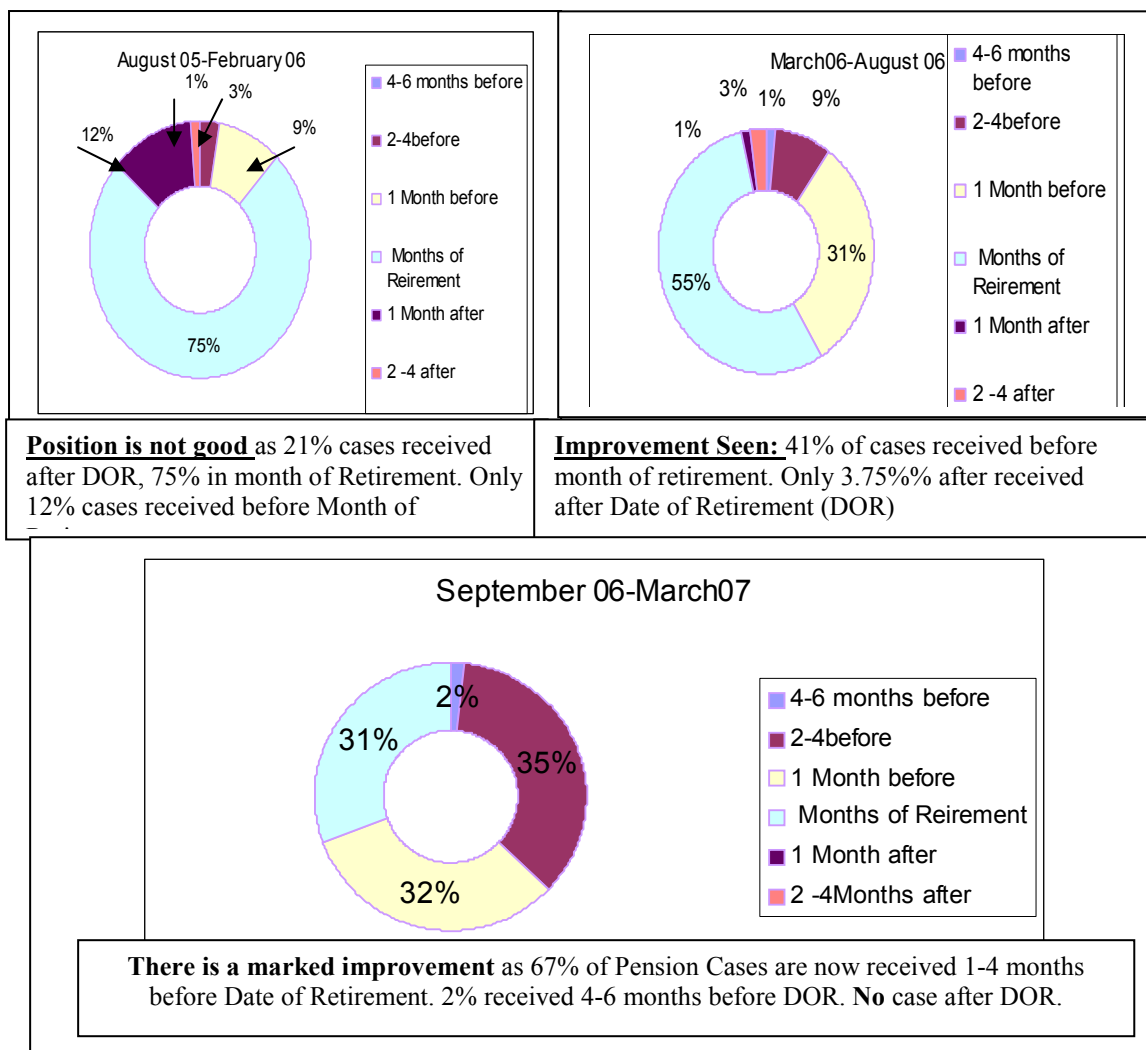
pension cases; with reasons for non-settlement are placed on website. List of employees due to retire in the next six months along with status of receipt of cases is also placed on website. Copies of correspondence with SSA/Unit with regard to delayed/returned cases are accessible in the concerned employee's/pensioner's mailbox folder and on BSNL Haryana Intranet so that retiree himself and his Unit Heads alerted to and aware of the problem and can pursue it with his Unit. The **Notice Board** of our website alerts pensioners to correspondence issued w.r.t pending cases so they may access the same from their mailbox and take up the matter with their unit/SSA. **For Online Interface, we have an On Line Grievance and Feedback mechanism for BSNL Employees and Pensioners,** which is personally monitored by JCCA for prompt redressal. The complete list of SSA/Unit wise Nodal Officers Pension with telephone numbers is available on the website and a link to the same provided on every page dealing with delayed/not received cases.

The most common problem **post retirement** that pensioners face is the non-revision of pension payment as per latest DR rates by banks and post offices. This is due to slow dissemination of these orders to remote branches especially by banks. In this regard we are placing latest DR Rates with downloadable copy of GOI orders and encouraging banks/P.Os and pensioners to access the same online. We have been very successful in this regard.

The payoffs of this effort are numerous. Our pensioners rarely need to visit us or even call us up. They know everything about their case right down to settlement particulars thanks to our site. There are hardly any pending pension cases except for those which are sub judice. Cases are received and settled on time. There has been a remarkable improvement in pattern and

timing of receipt of cases as depicted by charts below:

Table I Improvement in Pattern of Receipt of Pension Cases

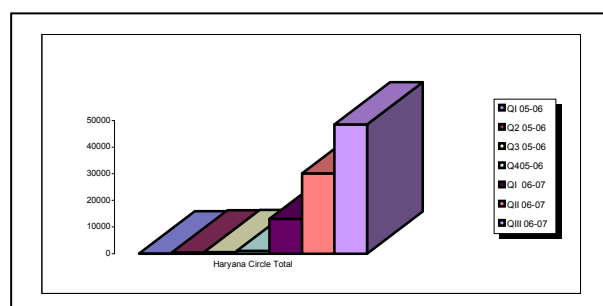


B. Overcoming Barriers to Rural Connectivity: To tackle the lack of awareness among rural population a write up on USO activities in Haryana was prepared in Hindi, describing details of the various types of facilities being provided under USO Agreements in Haryana ; the telecom operators responsible for implementation of various USO schemes, their obligations under the schemes, their area of operation and contact particulars of CCA Office to enable rural public to register grievances. This Information was placed on Haryana Government Website under the Citizen Interface Section,

sent to all District Commissioners of Haryana for dissemination through their official channels including a soft copy for placement on their websites. It was also sent to Public Relations Officers of every district in Haryana for dissemination down to Village Panchayat level and distributed amongst villagers during USO inspections which the CCA office conducts. This was followed up later with complete access to USO implementation details, with village census code in Hindi on our website. This included the address of public access facilities and the name of the VPT franchisee.

Tackling the Myth of Lack of Rural Demand: Apart from our efforts to create awareness, we continuously interacted with USPs, encouraging them to tap rural demand. Meetings were held with Private USPs wherein various issues regarding implementation of USO Agreements were discussed. Efforts made by CCA Office to encourage better rural reach. Telecom operators were advised to enhance the rural focus of advertisement/sale effort. Matter that should be included in rural advertisements were supplied to them. We also advised them to advertise in local vernacular newspapers with good readership in concerned districts, giving full particulars of how & where to register demand. They were encouraged to create a network of Local Business Offices in villages-one for every four-five villages. Once they started following these measures there was a marked and sharp increase in demand and in the number of rural connections in Haryana. (See chart below)

Table II. Dramatic Growth In Rural Connections



Tackling Prolonged Power Shortages :Realising that the solution lay in non conventional power sources, **Project ‘Sanchar Kiran’** was conceived by CCA Office Haryana under which **customized Solar Chargers** were developed for Rural CDMA Connections of BSNL, RCL & TTS in coordination with Haryana Department of Renewable Energy(HAREDA) The project is complete and detailed proposal has been submitted to DOT HQ & USO Fund Administration who has forwarded the same to Indian Renewable Energy Department. (IREDA) for possible subsidization and also taken up the matter with Telecom Engineering Cell for development of generic specifications for solar chargers.

C. USO Implementation-Partnering with Operators-Keeping Subsidy

Claimants Informed: We realized that due to frequent employee turnover the dealing personnel of telecom operators are often unaware about terms and conditions of USO Agreements. This in turn hampers the effective implementation of USO agreements and adversely affects claim preparation and subsidy disbursement too. To tackle this problem we have provided on our website the required information in simple language.CCA Haryana website has information on, USO & role of CCA, Subsidy support in Haryana, salient features of USO Agreements, Checklist for preparing claims; The Mailbox service is also available to Subsidy Claimants. Thus up to date status of subsidy claim including any problems with claim settlement and copies of any correspondence in that respect, date of issue of requisition of funds against settled claims to DOT HQ, date of receipt of sanction from the latter, date of issue of cheque to subsidy claimant, cheque amount and number, amounts disallowed and withheld and reasons or the same are available to subsidy

claimant as on date in mailbox.

D. Interface with DOT Licensees: CCA Haryana is today a front-runner in reaching out to partner with DOT Licensees. We ensure a continuous two-way interaction and information exchange with Licensees at their convenience by way of specially written and systematically designed content on our website.. Our site has been appreciated by Haryana Service Area Licensees for giving them access to simply written and easily understandable information on the role of CCA; Schedule of payment of L; Quantum of L.F payable; Penalty for Delayed Payments; Payment checklist for Licensees; Challan formats for payment, Maintenance of Financial Bank Guarantees. The Notice Board on website alerts Licensees about any important letters issued to them by CCA Office including FBG renewal reminders. They have secure access to the Mailbox for up to date, confidential information on Financial Bank Guarantee due amount and dates of renewal, L.F Verification Status etc.

Part II

Breaking the Attitudinal Barrier and Overcoming Constraints

The author as Head of Office had acutely felt the need to address the issue of stakeholder interface and poor governance from day one of assuming charge as Head of Office. There was no doubt that we needed to *reach out and serve better*. We needed to care for our pensioners, to smoothen and streamline interaction with telecom operators both as License Fees Payers and as Subsidy Claimants and last but not least we needed to create awareness amongst rural population about subsidy schemes for their benefit and we needed to ensure that USO agreements are implemented effectively in letter and spirit to achieve the noble aim of connecting the hitherto neglected

segments of rural India. The Mission Statement now publicly and officially enunciated was the driving force behind the desired transformation; the biggest challenge was to carry the staff along.

At this stage it must frankly be admitted that the author mostly worked backwards taking the e-enablement of services as the starting point. Though computerization and streamlining of office procedures was taken up from the word go; though the staff were trained in computers in the early days of the author's assuming charge of the office; the real push came through aggressive e-enablement of all functions and stakeholder interface. This case study is a living example of the power of the internet in transforming government services and creating a near tyrannical transparency which forces even the most obtuse and obdurate *babu* to not only fall in line but actually to convert to a brave new order where the Government serves and cares and goes the extra mile to ensure the well being of every stakeholder.

Getting Staff & Stakeholders On Board

As the head of office, I found writing and designing the content was no problem. The first real stumbling blocks I encountered was staff attitude. There was considerable reluctance on their part; efforts were made by them to provide confusing data to mask incorrect statistics portrayed in the past. They tried their best to remain aloof and detached, hinting that the extra effort on my part to create content/e-tools for the site would eventually be of little use. I tackled these issues by easing their strain to the extent possible by hiring data entry operators to assist them in correcting manual data & maintaining computerized data bases. I also ensured that the credit for maintenance of the web pages on our site was publicly given to the head of the

concerned section be it License Fees, Pension or USO and that his full contact particulars were mentioned on the web page too! Once the site had been created and various lists, data and correspondence were to be made available online; a much higher level of transparency and accountability as to correctness of data and responsiveness to stakeholder problems and queries was warranted. Initially as my staff was unaccustomed to site maintenance, I was personally posting the data online; I could question my staff if matters were being delayed in CCA office. Again as I was personally placing letters in individual employees/pensioners/Licensees/Subsidy Claimants Mailboxes, I knew why cases are getting delayed and the quality of effort put in by my staff to settle the case as reflected in their correspondence with affected stakeholders. *My* knowing this was half the battle won. In my experience, going on line has a strong positive glasshouse like effect on an office's working. There is literally nowhere to hide one's inefficiencies and the only solution is to get rid of them. Thus out of the closet came tumbling cases and issues which had remained unsettled for months or years; issues which were not entirely irresolvable, but remained so due to sheer lethargy to pursue them. Many other issues also came to light as a result of meticulous data base maintenance enforced by going online and were therefore tackled. For example, we discovered irregular negative and zero balances in GPF accounts. *Today* when we say that no retirement cases are pending, or when we say that the CCA office never delays subsidy claim settlement or that we make every effort to keep licensees informed and alerted as to dues pending, we say so earnestly with clean consciences and light hearts. I can confidently state that my staff is both relieved and proud about this achievement.

The other difficulty I faced was getting stakeholders to make active use of the site, especially employees and pensioners. To begin with I designed an attractive pamphlet describing facilities available on the site which we distributed to all employees/Licensees Subsidy Claimants. For pension awareness we ourselves generated the personalized pension road maps for all employees due to retire in the next five years and sent these to them with a D.O requesting them to use the site to keep themselves informed. Every month I personally addressed a D.O to employees due to retire in next six months, whose cases had not yet been received in CCA office, again encouraging them to use the facilities available on our site. To launch the employee Mailbox we wrote to each and every employee giving him his unique employee ID which would initially be his user name and password to access his secure mailbox on our site. We explained how to change the password and how to initiate action to correct errors in their personal service data as depicted in their mailbox folders. I also got a write up on these online facilities translated into Hindi and placed in the BSNL Haryana monthly employees' magazine *Samvaad*. We were pleasantly surprised to be inundated with responses from employees. They called and emailed us to correct errors in service data, to seek help to change passwords, to know how they could expedite the dispatch of their cases to CCA office; their children called on their behalf of their parents who were not net savvy; pensioners called up from remote villages and towns in Haryana and at times I found myself explaining the necessary steps to internet café franchisees! On the whole the experience was a truly remarkable and rewarding one. We are kept constantly on our toes as any inadvertent error is

instantly brought to our notice. For example, we received a call from far away SBI Chennai when we had made a typing mistake about the date of effect of enhanced CDA (DR) rates. They told us that they find our site extremely useful and refer to it regularly.

Getting Licensees and Subsidy Claimants to utilise information on the site was a bit easier to the extent that were at least internet savvy. However they too had to be initially goaded to read the carefully written, intuitively organized content placed on the site for their benefit and to view the information periodically placed in their mailboxes. Perhaps they were skeptical about the possibility of any initiative by a government department being for *their* benefit. Yet once they got accustomed to being kept fully updated via their mailboxes, they were hooked and so willy-nilly, my staff too had to commit to keeping the process of providing up to date information online in practice at all times.

Conclusion- We have come a Long Way

We have successfully used e-government to reach out to 6200 employees and 3630 pensioners, the target rural population and the telecom operators under our jurisdiction. Innovatively using the internet, we successfully empowered them with complete online availability of information, unique, interactive e-tools, online communication channels and password protected access to their confidential information from the convenience of their homes. Consequently there has been a dramatic improvement in stakeholder satisfaction and a complete turnaround in their perception of the CCA Office. Pension Cases are now being received and settled on time; employees are fully aware of pension case status and have

secure, on line access to their pension related correspondence and settlement details. Post retirement problems have been minimized and are effectively addressed without the need to visit CCA Office. Even the IT illiterate pensioners in villages and small towns access our site (albeit with the assistance of bank officials / cyber café staff) for latest D.R Rates in the past year almost no pensioner has visited our office but many of them have called us up to express their satisfaction! Thanks to our relentless efforts including even the development of customised solar chargers for rural CDMA phones, telecom operators truly believe that we care for the beneficiaries of subsidised rural tele-connectivity programmes and they themselves have as a result, changed their attitude towards effective implementation of USO agreements. I have had the satisfaction of seeing have seen their executives' skepticism turn into zeal as they interacted with grateful villagers during field inspections on which I insisted that they accompany us. Licensees know that they cannot plead ignorance or cite postal delays as far as timely payment or authentication of telecom dues is concerned. Thus helping them means helping ourselves. Keeping the spirit of Good Governance alive in CCA Haryana may still be a challenge as every two-three years new staff will join who are to be indoctrinated with our "Reach out and Serve Stakeholders" mantra, but with the framework of e-interface firmly in place, with stakeholder expectations from our office having reached a firm high, the task is no longer a difficult one.